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ACQUISITION AND  
TECHNOLOGY

## OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

17 JUL 1997

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (ACQUISITION &  
TECHNOLOGY)  
UNDER SECRETARY OF DEFENSE (COMPTROLLER)  
ASSISTANT SECRETARY OF DEFENSE  
(COMMAND, CONTROL, COMMUNICATIONS &  
INTELLIGENCE)  
DEPUTY UNDER SECRETARY OF DEFENSE  
(ACQUISITION REFORM)  
DIRECTOR, ACQUISITION PROGRAM INTEGRATION  
DIRECTOR, DEFENSE PROCUREMENT  
DIRECTOR FOR ADMINISTRATION

SUBJECT: Life-Cycle Information Integration

The Secretary of Defense has directed that we undertake a revolution in business practices in conjunction with the Quadrennial Defense Review. We have begun this process with the recent Deputy Secretary of Defense policy to migrate acquisition and logistics operations to digital methodologies and products by 2002. Our goal is to establish an environment that allows every activity involved with a program throughout its life-cycle to benefit from integrated information, and electronic data interchange.

The increasing complexities and interdependencies of acquisition and logistics systems integration requires a dedicated, synergistic effort to address issues of information integration, and shared data throughout the weapon system life cycle. To provide a dedicated and focused management of these life cycle processes which are heavily dependent on integrated shared data; I am hereby consolidating the Continuous Acquisition and Life-Cycle Support (CALS), Logistic Business Systems (LBS) and Electronic Commerce/Electronic Data Interchange (EC/EDI) offices into a Life-Cycle Information Integration Office under the leadership of Mr. Mark Adams. Mr. Adams will be responsible for coordinating personnel realignments, funding resources, budget issues, contracts, office facility needs and all other mission requirements.

A handwritten signature in cursive script, reading "John F. Phillips".

John F. Phillips  
Deputy Under Secretary  
of Defense (Logistics)

